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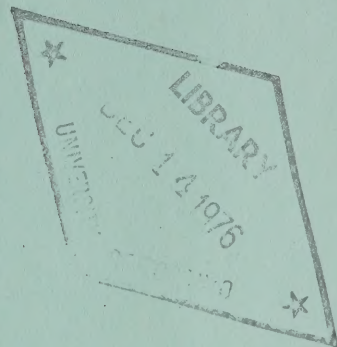
ONTARIO COUNCIL ON UNIVERSITY AFFAIRS

OPEN MEETING WITH THE UNIVERSITY OF WESTERN ONTARIO

NOVEMBER 15, 1974

Government
Publications

<u>INDEX</u>	<u>ITEM</u>
4-0020	Location, Time
4-0021	Attendance
4-0022	Opening Remarks
4-0023	Health Sciences
4-0024	Remote Centres
4-0025	The Student Body
	(i) Admissions
	(ii) Enrolment
	(iii) Women Students
	(iv) Doctoral Entrants
	(v) Student:Faculty Ratios
4-0026	Native Peoples
4-0027	COU "Statement of Principles"
4-0028	Operating Finances
4-0029	Diploma Programme in Urban and Regional Public Administration
4-0030	University Students' Council Presentation
Appendix 'A'	Dr. Reuber's Opening Remarks
Appendix 'B'	Map of University of Western Ontario Outreach



ONTARIO COUNCIL ON UNIVERSITY AFFAIRS

MINUTES

4-0020 MEETING

OPEN MEETING WITH THE UNIVERSITY OF WESTERN ONTARIO

LOCATION

University of Western Ontario
London

DATE AND TIME

November 15, 1974
2:00 p.m.

4-0021 ATTENDANCE

OCUA MEMBERS

J. S. Dupré

W. E. Bagnall

D. G. Hill

M. A. B. Bush

T. R. Léger

J. J. Deutsch

A. L. McCallion

A. D'Iorio

J. F. Mustard

J. D. Fisher

M. F. Orange

R. Gerstein

R. P. Riggin

T. Giesbrecht

Ronald S. Ritchie

L. Good

H. H. Walker

W. A. Goyan

OCUA STAFF

J. P. Venton
Executive Secretary

N. E. Simmons
Associate Secretary

MCU (Observer)

B. A. Wilson
Assistant Deputy Minister

COU (Observer)

J. B. Macdonald
Executive Director

UNIVERSITY OF WESTERN ONTARIO DELEGATION

Dr. D. C. Williams
President

Mr. A. K. Adlington
Vice-President
Administration and Finance

Miss A. Armitt
Director
Summer School and Extension

Dr. J. H. Blackwell
Special Assistant to the President

Mr. T. Bowden
President
Society of Graduate Students

Dr. G. G. Chess
Chairman, Senate Committee on
Admissions & Academic Programmes Policy

Dr. A. A. Grindlay
Executive Secretary, Senate Committee
on University Planning

Mr. M. Janigan
President
University Students' Council

Dr. R. J. Rossiter
Vice-President (Health Sciences)

Dr. R. N. Shervill
Executive Assistant to the President

Dr. W. S. Turner
Assistant to the Vice-President
(Academic) and Provost

Mr. R. M. Yeo
Director of Physical Plant

Professor E. E. Palmer
Associate Dean of Law

Dean E. Stabler
Faculty of Education

Mr. W. C. P. Baldwin
Vice-Chairman
Board of Governors

Dr. D. Borwein
Chairman, Senate Budget
and Finance

Dr. D. A. Chambers
Chairman
Senate Committee on University
Development

Mr. W. J. Evans
Member, Board of Governors

Mr. G. Hartsell
Acting Registrar

Dr. G. L. Reuber
Vice-President
(Academic) and Provost

Dr. J. G. Rowe
Vice-Chairman of Senate &
Dean of Arts

Dr. H. B. Stewart
Dean, Faculty of Graduate Studies

Mr. W. F. Trimble
Director of Personnel

Dean M. J. Flaherty
Faculty of Nursing

Dean A. E. Scott
Faculty of Science

Dr. J. L. Stouffer
Director of Communicative
Disorders Programme

4-0022 OPENING REMARKS

The President and other members of Western's delegation opened the hearing by reviewing and highlighting the University's brief which had been previously distributed. A copy of Dr. Reuber's remarks is attached as Appendix 'A' to these Minutes. In addition to matters dealt with in depth in the brief, subsequent discussion focused on the following.

4-0023 HEALTH SCIENCES

The delegation reviewed the programme, emphasis and enrolment of each of the three Health Science faculties, and related units and faculties.

Council learned that faculty salaries had become a major concern particularly in Dentistry and Nursing where it was felt that faculty should receive partial salary support similar to that received by medical faculty under the treatment and rehabilitation programme. It was stressed that in the Faculty of Nursing recent hospital settlements had partly aggravated a difficult salary situation and it was felt that at Western it would be difficult to maintain staff quality in the Faculty of Nursing among others without extensive salary realignment.

Support staff salaries, especially in hospital settings, were noted as another area of difficulty due to salary differentials which had been created by settlements to non-university staff.

Also stressed was Western's desire to obtain formula funding for its graduate programme in Speech Pathology and Audiology, described in the brief.

It was pointed out that at present funding was not provided for ambulatory care units which were considered important both for the community and for the training of primary care physicians.

In the Health Sciences it had been found difficult to make continuing education programmes self-supporting and the University

felt that additional support of such programmes would be appropriate.

4-0024 REMOTE CENTRES

It was noted that enrolment at off-campus centres was generally 2,000 during the winter and 1,500 during the summer. A map demonstrating Western's Outreach is attached as Appendix "B". Off-campus courses were entirely undergraduate and students could complete an undergraduate degree without residence on the University's main campus. Facilities for off-campus courses were generally provided by secondary schools on a rental basis. Courses in remote locations were taught by regular university faculty. It was noted that enrolment in remote centres in 1974-75 had exceeded projections by approximately 100 students.

4-0025 THE STUDENT BODY

(i) Admissions

It was pointed out that the University had no geographic criteria for entrance, but that generally housing availability could effect student flow from one university to another. At present it was reported that only 15% of Western's students originated from Middlesex County and that the University did not feel it could introduce geographic criteria in a steady state situation.

It was noted that both the Senate and Board had approved a freshman intake of 4,000 per year as the optimum size but that no such policy existed for graduate studies where enrolment estimates were determined on a demand/forecast basis.

To exemplify student demand in professional areas, it was pointed out that in 1974/75 there had been 2,200 applications for the 150 available places in the Faculty of Law. 16 to 17% of accepted candidates entered the Law programme after two years of undergraduate work.

(ii) Enrolment

Western projected a virtually steady state enrolment until the end of the decade based on demand and on University policy.

The differential between the percentage increase in freshmen and the percentage increase in total full-time undergraduates in 1974/75 was noted. It was explained that this had resulted from a "pipeline effect" with the large freshman enrolment of the previous year having progressed to the sophomore stage.

(iii) Women Students

Council learned that in the period 1966/67 to 1973/74 the percentage of men in the full-time undergraduate population had decreased from 62.5% to 58.5%. The current proportion of women students in the following sample of professional undergraduate programmes was noted:

Education - 61%; Law - 21%; Medicine - 24%; Physical Therapy - 94%; Occupational Therapy - 96%; Physical and Health Education - 51%; Nursing - 98%.

(iv) Doctoral Entrants

Council was informed that the number of students beginning doctoral work had grown from 127 in 1972 to 162 in 1974.

(v) Student/Faculty Ratios

The ratio of BIU's to full-time equivalent faculty had grown from 21.28 in 1971-72 to an estimated 24.45 in 1974-75. In the same period the ratio of full-time students to full-time faculty had increased from 11.67 to 12.38.

4-0026

NATIVE PEOPLES

The Council learned that the Senate had established a sub-committee on ethnic groups to encourage native students and that an active summer programme existed to bring native secondary school students into the University community for summer jobs through which exposure it was hoped that they would be encouraged to undertake a university education. The summer programme was funded in part by the University and in part by the Government. In addition, the ethnic groups

sub-committee was currently looking into the development of intensive programmes for native Indians, Eskimos and Blacks to prepare them for post-secondary education. However, it was noted that in order to make such a programme successful federal funding would be required.

Western's Faculty of Business offered a small business consulting programme which sent students to remote locations in Ontario, Alberta, British Columbia and the Northwest Territories to work with native business people. The programme was supported in part by both the Federal and Provincial Governments.

4-0027 COU "STATEMENT OF PRINCIPLES"

During discussion of the Statement of Principles Council was informed that Western rejected the "mix" criterion for supplementary support. At Western it had been found that professional schools operated at a cost proportionately greater than that reflected by student weights. The delegation emphasized the importance of arguments advanced in its brief for higher student weights in Law and Nursing.

4-0028 OPERATING FINANCES

The opinion was expressed that scholarships generally had improved over recent years at the University both qualitatively and in quantity but that continued financial restrictions would inhibit further development. In support of this point it was noted that equipment was particularly vulnerable to fiscal constrictions due to ongoing costs of maintenance and ultimate requirements for replacement due to obsolescence.

Council learned that the already difficult operating finance situation at the University of Western Ontario was aggravated by the following factors: declining enrolment in certain faculties; internal enrolment shifts; and salary levels in other sectors, notably the recent settlement with hospital staff.

Non-salary appropriations over recent years had been severely cut back and external research support had become constricted.

It was reported that staff:faculty ratios in the university system were declining, with Western currently ranking second lowest in the Province. The University was finding itself in a position of competing with other local employers for staff in a situation where staff salaries at the University were falling behind the market. Following submission of its brief it had been determined that the required increase in salary appropriations had grown to 14% for 1975/76.

The delegation stressed that continued failure of BIU value increases to match those in the cost of living would necessarily result in capital consumption through building deterioration and equipment obsolescence. It was felt that simultaneously under such circumstances the calibre of academic and administrative personnel would decline ultimately eventuating in the University, as such, ceasing to exist.

4-0029 DIPLOMA PROGRAMME IN URBAN AND REGIONAL PUBLIC ADMINISTRATION

In a response to a query Council learned that the University of Western Ontario's Senate had recently approved a Diploma Programme in Urban and Regional Administration especially designed for individuals who do not hold degrees and who are currently employed in a public administration field. The scheduling of the programme would be flexible and would reflect student needs. It was hoped that local Government officials would assist with teaching. Initially \$50,000 had been provided for start-up from Western's Academic Development Fund and an application was to be made to the Provincial Government for additional support.

4-0030 UNIVERSITY STUDENTS' COUNCIL PRESENTATION

The President of the Students' Council reviewed the student brief

noting among issues of concern to students across the Province, the inadequacy of student aid in the face of inflation in the cost of books, general expenses and housing. As well, the students requested that OCUA re-examine COPSEO Recommendation 106 concerning a provincial ombudsman.

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N. E. Simmons
Associate Secretary

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J. S. Dupré
Chairman

DR. REUBER'S OPENING REMARKS

MR. CHAIRMAN, LADIES AND GENTLEMEN;

I SHARE WITH MOST OF YOU THE DISTINCTION OF BEING NEW ON THE JOB. AND WHILE THIS MAY HAVE ADVANTAGES, I MUST CONFESS TO SOME UNCERTAINTY--NOT ONLY ABOUT THE MATTERS THAT MAY BE OF PARTICULAR INTEREST TO YOU BUT ALSO ABOUT THE DETAILS OF THE OPERATIONS OF SEVERAL PARTS OF THIS UNIVERSITY. FORTUNATELY, MY COLLEAGUES HERE CAN BE CALLED UPON TO COVER ANY GAPS IN MY KNOWLEDGE ABOUT OUR OPERATIONS.

THERE ARE FIVE GENERAL POINTS THAT I MIGHT HIGHLIGHT IN THESE INTRODUCTORY REMARKS.

1. THE FIRST RELATES TO THE SIZE AND RANGE OF THE UNIVERSITY. WESTERN NOW IS THE SECOND LARGEST UNIVERSITY IN THE PROVINCE, BOTH IN ENROLMENT AND IN THE RANGE OF OUR PROGRAMMES. WE ARE A GENERAL UNIVERSITY ENGAGED IN TRAINING AND RESEARCH ACTIVITIES AT EVERY LEVEL AND EMBRACING MOST BRANCHES OF LEARNING--AS DISTINCT FROM A SPECIALIZED INSTITUTION FOCUSSED ON A FEW PARTICULAR AREAS. WHAT'S MORE, OUR STUDENT POPULATION IS DRAWN WIDELY FROM ACROSS THE PROVINCE AND INDEED FROM ACROSS CANADA. AT PRESENT, 85 PER CENT OF OUR UNDERGRADUATES COME FROM OUTSIDE LONDON AND 60 PER CENT FROM OUTSIDE THE SURROUNDING COUNTIES. SOME 70 PER CENT OF OUR GRADUATE AND 55 PER CENT OF OUR PROFESSIONAL STUDENTS COME FROM OUTSIDE THE AREA. STATISTICALLY, WE ARE LESS LOCAL THAN THE UNIVERSITIES IN METROPOLITAN TORONTO. WE RECOGNIZE, OF COURSE, AND ARE PROUD OF, OUR HISTORICAL ORIGINS AS A LOCAL UNIVERSITY DRAWING HEAVILY ON LONDON AND THE FOURTEEN COUNTIES OF SOUTH WESTERN ONTARIO. BUT OUR BASIS HAS FUNDAMENTALLY CHANGED DURING THE PAST DECADE. NOT ONLY HAS WESTERN DEVELOPED INTO A MAJOR MULTI-UNIVERSITY WITH HORIZONS THAT ARE PROVINCIAL, NATIONAL AND INTERNATIONAL, BUT ALSO WE HAVE GAINED INTERNATIONAL STATUS AND RESPONSIBILITIES IN A NUMBER OF AREAS.

2. THIS BRINGS ME TO MY SECOND POINT. AS THE UNIVERSITY HAS GROWN, CONSIDERABLE PROGRESS HAS BEEN MADE IN DEVELOPING AND ENRICHING THE SCOPE AND QUALITY OF OUR ACADEMIC PROGRAMMES AT BOTH THE UNDERGRADUATE

AND GRADUATE LEVELS. THIS HAS BEEN DONE BY IMPROVING THE CALIBRE OF THE FACULTY, BY STREAMLINING AND LIBERALIZING ACADEMIC REGULATIONS, BY DEVELOPING NEW PROGRAMMES AND REVISING ESTABLISHED PROGRAMMES, BY IMPROVING OUR TEACHING METHODS, BY GIVING MORE ATTENTION TO TEACHING AND RESEARCH PERFORMANCE AND SO FORTH. AS I SEE IT, THE NUMBER ONE QUESTION WE NOW FACE IN THE LIGHT OF THE FINANCIAL OUTLOOK FOR THE UNIVERSITY, IS HOW WE CAN MAINTAIN THE GAINS WE HAVE MADE TO DATE AND CONTINUE TO MAKE FURTHER PROGRESS IN THE YEARS TO COME.

WHAT FURTHER IMPROVEMENTS DO I HAVE IN MIND? WE RECOGNIZE, OF COURSE, THAT OUR OPERATIONS ARE IMPERFECT AND THAT THERE WILL ALWAYS BE ROOM FOR IMPROVEMENT ALL ALONG THE LINE. THIS IS PARTLY A MATTER OF ATTITUDE; AND I CAN ASSURE YOU MR. CHAIRMAN THAT THERE IS A VERY POSITIVE ATTITUDE TOWARDS FURTHER IMPROVEMENTS AT EVERY LEVEL AND AMONG EVERY CONSTITUENCY IN THIS UNIVERSITY. BUT ATTITUDE ALONE IS NOT ENOUGH; IT IS ALSO A MATTER OF INCENTIVES. VERY FEW IMPROVEMENTS ARE COSTLESS. SHOULD IT BECOME APPARENT THAT MOST PLANNING FOR IMPROVEMENT IS AN EXERCISE IN FUTILITY BECAUSE OF FINANCIAL STRINGENCY, MUCH OF THE INCENTIVE FOR CHANGE, WHICH HAS PLAYED AN IMPORTANT ROLE IN THE PAST, WILL HAVE DISAPPEARED AND FURTHER PROGRESS WILL BE SERIOUSLY CURTAILED.

APART FROM IMPROVEMENTS GENERALLY, I SEE TWO AREAS CALLING FOR PARTICULAR ATTENTION. ONE IS IN THE GRADUATE AREA WHERE WE HAVE NOW HAD A SERIES OF ASSESSMENTS OF VARIOUS DISCIPLINES UNDER THE AUSPICES OF O.C.G.S. MANY OF THESE CALL FOR MODIFICATIONS IN PROGRAMMES, IN SOME CASES ENTAILING SIGNIFICANT NEW EXPENDITURES-- E.G., OUR PROGRAMMES IN DEMOGRAPHY AND JOURNALISM. I PERSONALLY HAVE FAVOURED THESE PROVINCE-WIDE ASSESSMENTS AND I THINK IT WOULD BE MOST UNFORTUNATE IF NOW, HAVING INCURRED THE HEAVY COST OF THESE ASSESSMENTS, WE WERE UNABLE TO CAPITALIZE ON THE POTENTIAL BENEFITS THAT THEY HOLD OUT.

THE OTHER AREA OFFERING SPECIAL SCOPE FOR IMPROVEMENT IN MY VIEW IS IN THE FIELD OF CONTINUING EDUCATION. THIS UNIVERSITY HAS A LONG AND DISTINGUISHED HISTORY IN SUMMER SCHOOL AND EXTENSION WORK. A PARTICULARLY NOTEWORTHY FEATURE OF THIS HAS BEEN THE DEVELOPMENT OF OUR OFF-CAMPUS ACTIVITIES, AT PLACES LIKE OWEN SOUND, FOR EXAMPLE, UNDER THE VIGOROUS AND ABLE DIRECTION OF MISS ARMITT. IN ADDITION, OUR BUSINESS AND MEDICAL SCHOOLS, AMONG OTHER UNITS, HAVE EXTENSIVE PROGRAMMES OF THIS KIND. THERE REMAINS, HOWEVER, A NEED TO DEVELOP A MORE COMPREHENSIVE AND INTEGRATED APPROACH TO CONTINUING EDUCATION WHICH WILL BUILD UPON THE SOLID FOUNDATIONS WE ALREADY HAVE IN PLACE.

3. THE THIRD POINT I WISH TO MAKE ARISES DIRECTLY OUT OF THE SECOND: WHAT ARE THE IMPEDIMENTS THAT MAY MAKE IT DIFFICULT TO PROCEED WITH THESE AND OTHER DEVELOPMENTS? THESE MAY BE CLASSIFIED INTO TWO CATEGORIES: INTERNAL AND EXTERNAL. THE INTERNAL IMPEDIMENTS IN LARGE PART ARE THE CONSTRAINTS IMPOSED UPON US BY HISTORY, THE UNCERTAINTIES THAT COMPLICATE FUTURE PLANNING AND THE DIFFICULTIES OF ADJUSTING RESOURCES OF PEOPLE, PLANT AND EQUIPMENT TO CHANGING NEEDS OVER TIME. UNIVERSITIES ARE NOT UNIQUE IN THESE RESPECTS: WE SHARE MANY OF THE SAME DIFFICULTIES FACED BY OTHER NON-PROFIT INSTITUTIONS SUCH AS HOSPITALS AND GOVERNMENT DEPARTMENTS. SPECIAL PROBLEMS ARISE, HOWEVER, WHEN THERE ARE RELATIVELY RAPID AND RATHER UNCERTAIN INTERNAL SHIFTS IN DEMANDS UPON OUR RESOURCES, PARTICULARLY INTERNAL SHIFTS IN ENROLMENTS IN COURSES AND PROGRAMMES. THE MOST VISIBLE OF THESE HERE RECENTLY HAVE BEEN THE RAPID INCREASES IN ENROLMENTS IN PHYSICAL EDUCATION, EDUCATION AND ENGINEERING. ANOTHER NOTABLE INCREASE HAS BEEN IN HONOURS AND PROFESSIONAL PROGRAMMES--FROM 39 PERCENT OF OUR UNDERGRADUATE ENROLMENT FIVE YEARS AGO TO OVER 50 PER CENT TODAY.

WE'RE NOT ALONE IN FACING THESE INTERNAL CONSTRAINTS BUT WE'RE OBVIOUSLY MOST AWARE OF THEM IN OUR OWN UNIVERSITY. THROUGH THE SENATE COMMITTEE ON UNIVERSITY PLANNING, SUBSTANTIAL EFFORTS ARE

BEING MADE TO IMPROVE OUR INFORMATION BASE, TO EXTEND OUR PLANNING HORIZON, AND TO IMPROVE THE GENERAL EFFICIENCY OF THE INSTITUTION. CONSIDERABLE PROGRESS HAS ALREADY BEEN MADE AND I FEEL SURE FURTHER IMPROVEMENTS WILL BE FORTHCOMING. BUT TWO IMPORTANT POINTS NEED TO BE RECOGNIZED:

(I) UNIVERSITIES ARE NOT UNIQUE IN HAVING DIFFICULTIES OF THIS KIND AND, IN FACT, MOST ONTARIO UNIVERSITIES INCLUDING WESTERN HAVE DEALT WITH THESE INTERNAL CONSTRAINTS AS EFFECTIVELY AS MANY NON-PROFIT INSTITUTIONS AND INDEED, MORE EFFECTIVELY THAN MOST. AND I SAY THIS WITH SOME FIRST-HAND EXPERIENCE OF THE OPERATION OF A NUMBER OF PROVINCIAL AND NATIONAL DEPARTMENTS AND AGENCIES.

(II) IT IS SIMPLY UNREALISTIC TO BELIEVE THAT THE EXTERNAL CONSTRAINTS IMPINGING UPON THE UNIVERSITIES CAN BE OVERCOME TO ANY SIGNIFICANT DEGREE THROUGH BETTER INTERNAL PLANNING AND INTERNAL REORGANIZATION. IN SAYING THIS, I DO NOT MEAN TO DENIGRATE THE IMPORTANCE OF DEALING WITH OUR INTERNAL AFFAIRS AS EFFECTIVELY AS POSSIBLE. I DO MEAN TO SAY, HOWEVER, THAT NO MATTER HOW WELL WE DO OUR INTERNAL HOUSEKEEPING, THE EXTERNAL INFLUENCES WE NOW FACE CAN HAVE A DEVASTATING INFLUENCE ON THE FUTURE OF THIS AND EVERY OTHER UNIVERSITY IN THE PROVINCE OVER THE NEXT FEW YEARS IF THESE INFLUENCES ARE NOT ADEQUATELY ALLOWED FOR IN GOVERNMENT PLANNING.

4. WHICH BRINGS ME TO MY FOURTH POINT: WHAT ARE THESE EXTERNAL FACTORS THAT SEEM SO FORBIDDING?

THE FIRST AND MOST IMMEDIATE IS INFLATION. RISING PRICES AND WAGES THROUGHOUT THE COUNTRY ARE BEING FELT AT EVERY LEVEL OF OUR OPERATIONS AND IN EVERY SECTOR: FACULTY, SUPPORT STAFF, SUPPLIES, EQUIPMENT, RESEARCH FUNDING, YOU NAME IT. I SHAN'T ELABORATE ON THIS PROBLEM FURTHER: IT IS OBVIOUS, IT IS COVERED IN OUR BRIEF AND IT WILL, I AM SURE, COME TO YOUR ATTENTION MANY TIMES IN THE NEXT FEW WEEKS. WHILE THIS IS A VERY SERIOUS PROBLEM RIGHT ACROSS THE UNIVERSITY, IT HAS BEEN PARTICULARLY EXACERBATED IN SEVERAL

AREAS DIRECTLY AS A CONSEQUENCE OF GOVERNMENT POLICIES. FOR EXAMPLE, IN THE HEALTH SCIENCES AND SOME OF THE SOCIAL SCIENCES UNIVERSITY SALARIES ARE NOW WELL BELOW THE SALARIES PAID IN HOSPITALS AND GOVERNMENT DEPARTMENTS FOR COMPARABLE QUALIFICATIONS.

MOST ECONOMISTS AGREE THAT PRICES ARE LIKELY TO RISE SOME 11-12 PER CENT NEXT YEAR. AN INCREASE IN THE VALUE OF THE BASIC INCOME UNIT SIGNIFICANTLY SMALLER THAN 12 PER CENT WILL NECESSARILY MEAN A REDUCTION IN REAL RESOURCES PER STUDENT. AT THE SAME TIME THAT A GROWING NUMBER OF SECTORS OF SOCIETY ARE BEING PROTECTED AGAINST INFLATION, WE WILL HAVE BEEN LEFT BEHIND WITH THE SHRINKING BAND OF THE POLITICALLY WEAK TO BEAR THE BRUNT OF SOCIETY'S FIGHT AGAINST INFLATION. WHILE THE CAUSE MAY BE JUST AND THE ROLE HEROIC, IT IS A ROLE WE WOULD GLADLY SHARE MORE WIDELY, TO SAY NOTHING OF FOREGOING IT ALTOGETHER. AND IF LEFT IN THE FRONT LINE AGAINST INFLATION FOR ANY LENGTH OF TIME, THERE IS LITTLE DOUBT THAT WE WILL SUSTAIN VERY SERIOUS INJURY.

A SECOND EXTERNAL FACTOR CASTING A CLOUD OVER THE FUTURE RELATES TO FUTURE ENROLMENT TRENDS. THE DEMOGRAPHIC FACTORS ARE SUCH THAT ONLY MODERATE INCREASES IN UNIVERSITY ENROLMENT SEEM LIKELY OVER THE NEXT FEW YEARS, TO BE FOLLOWED BY DECLINES IN THE EARLY 1980'S. THIS PICTURE MAY BE ALLEVIATED SOMEWHAT BY INCREASED CONTINUING EDUCATION ACTIVITIES AND BY A HIGHER PROPORTION OF FEMALES ATTENDING UNIVERSITIES THAN IN THE PAST. THESE FACTORS, IN MY VIEW, ARE UNLIKELY TO ALTER THE GENERAL OUTLOOK VERY MUCH, THOUGH THEY MAY MAKE A MARGINAL DIFFERENCE. I PARTICULARLY QUESTION WHETHER AN EXPANSION OF CONTINUING EDUCATION WILL MAKE MUCH DIFFERENCE TO UNIVERSITIES IN AREAS OUTSIDE THE TORONTO-HAMILTON AREA WHERE MUCH OF THE ADULT POPULATION OF THIS PROVINCE IS CONCENTRATED.

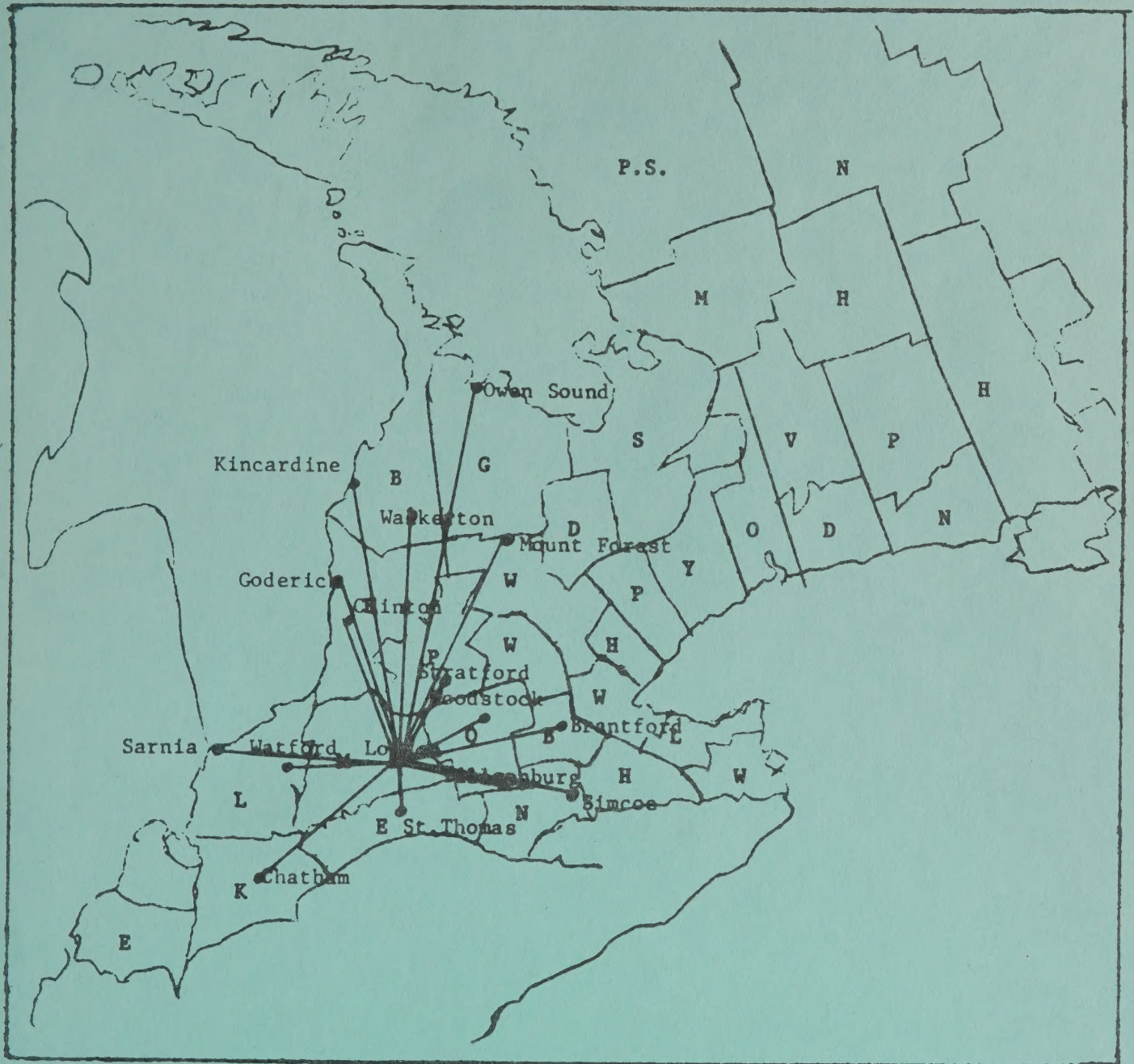
APART FROM THESE DEMOGRAPHIC CONSIDERATIONS, THE ENROLMENT CONSTRAINT FOR THIS UNIVERSITY IS FURTHER REINFORCED BY THE SIZE OF OUR PHYSICAL FACILITIES. THESE HAVE BEEN DEVELOPED TO ABSORB AN ANNUAL FRESHMAN INTAKE OF ABOUT 4,000 STUDENTS AND WE HAVE NOW REACHED THIS LIMIT - SOMEWHAT SOONER THAN WE'D EXPECTED. ADMITTEDLY, THERE IS SOME FLEXIBILITY IN THE FACILITIES AND NOT ALL SECTORS HAVE REACHED THE PHYSICAL LIMITS SIMULTANEOUSLY. NEVERTHELESS, IT IS APPARENT THAT WE ARE NOW APPROACHING THE PHYSICAL LIMIT OF OUR PRESENT PLANT AND EQUIPMENT AS FAR AS ENROLMENTS ARE CONCERNED.

I'VE MENTIONED INFLATION AND THE ENROLMENT OUTLOOK AS POWERFUL FACTORS INFLUENCING FUTURE PROSPECTS. THE THIRD MAJOR FACTOR IS THE IMPACT OF THE UNEVEN AGE DISTRIBUTION IN OUR FACULTY. THIS PROBLEM AGAIN IS SHARED WITH MOST UNIVERSITIES IN THE PROVINCE. A YEAR AGO I PRESENTED A BRIEF MEMORANDUM TO CUA ON THIS PROBLEM. (AN UP-DATED COPY ATTACHED.) THE PROBLEM ARISES BECAUSE WE HAVE A YOUNG FACULTY--SOEM 70 PER CENT ARE UNDER 45. AS THEY MATURE IN AGE AND RANK, THERE WILL BE INCREASING PRESSURE ON OUR SALARY BUDGET. GIVEN A LEVELLING OUT AND POSSIBLY A DECLINE IN REAL REVENUE FLOWS UNDER THE IMPACT OF CONTINUING INFLATION AND NEARLY STEADY-STATE ENROLMENT, WE, ALONG WITH OTHER UNIVERSITIES, ARE ON AN OBVIOUS COLLISION COURSE WHICH, IN THE EXTREME, HAS ONLY ONE SOLUTION: REPLACEMENT AT A JUNIOR LEVEL OF THOSE MATURING THROUGH THE RANKS IN ORDER TO EVEN OUT THE AGE/RANK DISTRIBUTION. WHILE THIS ARITHMETIC IS SIMPLE ENOUGH, AS I SAY IN MY PAPER, THE PROBLEMS FOR BOTH THE UNIVERSITIES AND THE GOVERNMENT WILL BE VERY SERIOUS IF THIS REPLACEMENT PROCESS IS FORCED UPON THE SYSTEM TO ANY SIGNIFICANT DEGREE.

AS I'VE ALREADY SAID, WE'RE NOT ALONE IN FACING THESE THREE EXTERNAL CONSTRAINTS. NOR, AS I'VE EMPHASIZED, CAN THESE FACTORS BE OVERCOME THROUGH CHANGES IN OUR INTERNAL POLICIES. THERE IS, IN SHORT, NO ESCAPE FROM THE BASIC CONCLUSION THAT THE FUTURE OF THIS AND OTHER UNIVERSITIES DEPENDS VERY MUCH ON THE POLICIES ADOPTED BY GOVERNMENT TO DEAL WITH THESE EXTERNAL FACTORS.

5. I COME NOW TO MY FIFTH AND FINAL POINT. IT RELATES TO THE INTERACTION BETWEEN TEACHING AND SCHOLARSHIP AND THE RELATION OF BOTH OF THESE TO SERVICE TO THE COMMUNITY. HERE I SPEAK ONLY FOR MYSELF - SOME OF MY VIEWS MAY NOT BE SHARED BY ALL OF MY COLLEAGUES. FOR ME THE DISTINCTION SOMETIMES DRAWN BETWEEN TEACHING AND SCHOLARSHIP IS BOTH MISLEADING AND PERNICIOUS. IT IS TANTAMOUNT TO SUGGESTING THAT STYLE IS MORE IMPORTANT THAN SUBSTANCE. IN MY VIEW A GOOD TEACHER BY DEFINITION IS A GOOD SCHOLAR AND A GOOD SCHOLAR BY DEFINITION IS AN ABLE TEACHER. TO SAY OTHERWISE, I BELIEVE IS TO MISCONCEIVE THE ESSENCE OF BOTH SCHOLARSHIP AND TEACHING. NOW I FULLY UNDERSTAND THE CONCERNS ABOUT GOOD TEACHING AS COMMONLY EXPRESSED AND I YIELD TO NO ONE IN MY CONCERN FOR THAT ASPECT OF UNIVERSITY LIFE. I AND MANY OTHERS AT THIS UNIVERSITY HAVE EXPENDED A GREAT DEAL OF TIME AND MONEY IN RECENT YEARS TO PROMOTE BETTER TEACHING. AN EXTENSIVE SYSTEM OF EVALUATION HAS BEEN DEVELOPED TO ASSESS TEACHING MORE ADEQUATELY AND TEACHING ASSESSMENTS PLAY AN IMPORTANT ROLE IN MAKING SALARY AND PROMOTION DECISIONS. THE SAME IS TRUE OF RESEARCH ACTIVITIES. EXTERNAL REFEREEING PROCEDURES ARE NOW COMMON BOTH FOR INDIVIDUAL FACULTY MEMBERS AND FOR ACADEMIC PROGRAMMES. AND THESE ASSESSMENTS TOO PLAY AN IMPORTANT ROLE IN OUR DECISION-MAKING PROCESSES. WHAT'S MORE, WE RECOGNIZE THAT SOME FACULTY MEMBERS WILL BE STRONGER IN ONE ACTIVITY THAN IN THE OTHER. BUT THERE IS OBVIOUSLY A THRESHOLD IN BOTH AREAS THAT EVERY FACULTY MEMBER IS OBLIGED TO MEET--AND, THIS UNIVERSITY HAS RECENTLY DEMONSTRATED ITS WILLINGNESS TO ACT WHEN THEY ARE NOT MET. THIS IS PARTICULARLY EVIDENT AT THE GRADUATE LEVEL WHERE TEACHING AND RESEARCH FREQUENTLY ARE ONE AND THE SAME.

THERE IS FINALLY THE MATTER OF SERVICE TO THE COMMUNITY. OUR BRIEF OUTLINES THE MANY WAYS IN WHICH THIS UNIVERSITY SERVES THE LONDON COMMUNITY AND THE WIDER COMMUNITY IN ONTARIO, IN CANADA AND INDEED INTERNATIONALLY. I FULLY SUPPORT THESE ACTIVITIES AND, INDEED,



THE OUTREACH OF THE UNIVERSITY

The Extension Centres for 1974-75 are shown above.
 Kincardine and Simcoe were added in 1973-74 and Goderich, Mount Forest,
 Walkerton and Watford were opened this year.

